

People Strategy 2024-2027

September 2024



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Introduction

Since the start of our last People Strategy back in 2021, we have seen some significant and positive changes in how we work and what it means to work here. Coming out of the pandemic we adapted, adjusted and are now an extremely agile organisation, always learning from our new ways of working and keeping our values and culture alive in doing so.



In 2022 we achieved Gold Investors in People and in 2023 the Silver Investors in Young People awards which is really something to be proud of and we will strive to maintain these throughout our new strategy.

We have seen some leadership changes, not least with our previous Chief Executive retiring earlier in 2024. And more recently, we have made huge changes to registration and the SSSC Codes of Practice for Social Service Workers and Employers through our Future Proofing Programme. This has been a significant piece of work and an achievement and sets up the way we will work and support the sector for many years to come.

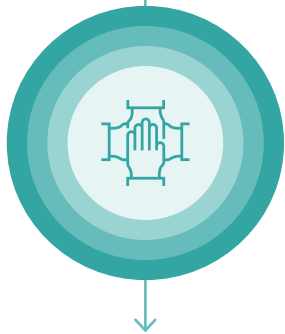
We continued to focus on employee development, investment and support and this new strategy aims to keep us on that path. We want our organisation to be a great place to work, a place that you are proud of and one in which you feel you can make a difference, develop and have a good sense of wellbeing.

This new strategy sets out that ambition and I look forward to seeing what we can achieve in the next three years.

Maree Allison,
Interim Chief Executive

Our values

We listen, learn and then do the right thing.



Work together

At the SSSC we treat each other with kindness and respect and value the contribution every member of staff makes.



Accept responsibility and accountability

We recognise the trust placed in us to ensure the safety and wellbeing of people who use social services and that is our guiding mission.



Recognise and respect others

We value the social service workforce and the life changing work they do. Our work increases recognition of their role and further develops that role. All our stakeholders contribute to our success and we recognise and respect their views.

Our strategic context

Our vision

Our vision, as the regulator of the social service workforce in Scotland, is that the people of Scotland can count on social work, social care and children and young people services being provided by a trusted, skilled, confident and valued workforce.

Our strategic outcomes

Our current Strategic Plan 2023-2026 sets out our strategic themes and outcomes:



Trusted

People who use services are protected by a regulated workforce that is fit to practise.



Skilled

Our work supports the workforce to deliver high standards of professional practice.



Confident

Our work enhances the confidence, competence and wellbeing of the workforce.



Valued

The social work, social care and children and young people workforce is valued for the difference it makes to people's lives.

Our people vision

Our Strategic Plan also sets out our people vision: We will work together to make the SSSC a great place to work, where everyone is supported and provided with the tools, training and development, effective leadership and infrastructure to do their best work.

This People Strategy supports our people vision. It will ensure we remain a people focused, agile, innovative and collaborative organisation and that our people are skilled, professional and passionate about the work we do.

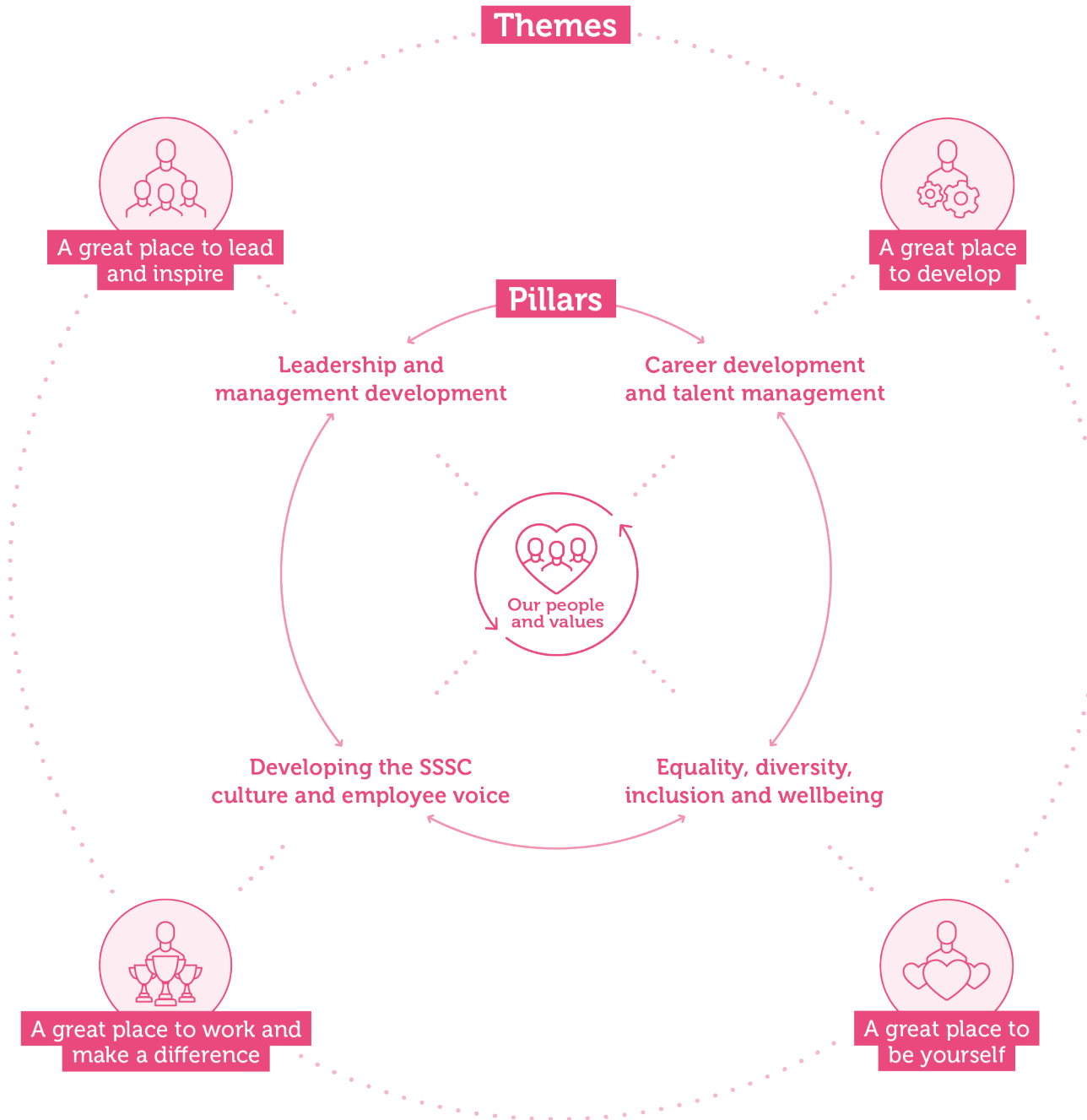


People Strategy themes and pillars

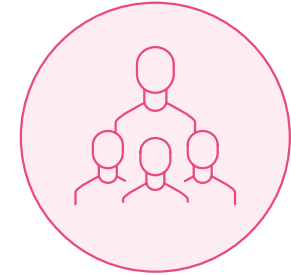
We have identified the themes and pillars for our new strategy to build on, further embed and support our long term vision for our people. They are underpinned and shaped by what we know from our staff surveys, Investors in People reviews, our strategic themes and outcomes, best practice and lessons learned. Each theme and pillar is supported by strategic and operational commitments that will support our continuous organisational and people development.

Our Operational and Executive Management Teams are true advocates of this Strategy and are committed to its success through internal sponsorship and in leading their teams and departments.





A great place to lead and inspire



Pillar

Leadership and management development

We want our current and future leaders and managers to be skilled, confident, inspiring and supportive. We want them to be able to lead effectively and to support and develop their teams to help us meet our strategic outcomes and operational objectives. To do this, we must recruit and develop leaders at all levels who share our ambition and values. We must ensure that our senior leadership team provides strong, clear and inspirational leadership and that they are engaged with our wider workforce.

We will:

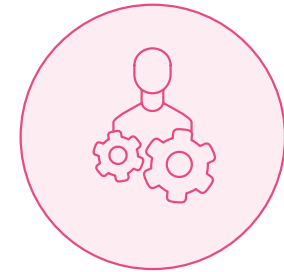
- support and develop visionary and inspirational leaders and managers
- have clearly defined and embedded behaviours for our leaders and managers
- explore mentoring approaches for our leaders and managers
- continually develop our current and future leaders, including our young people
- develop a core offering of leadership and management development resources and courses.

A great place to develop

Pillar

Career development and talent management

We want to be an attractive and inclusive place to work. An organisation where our people can have rewarding roles and careers that really make an impact and where there are genuine opportunities to develop. We need to be ready for workforce challenges and changes and have a skilled, confident workforce ourselves; to have the right people in the right place at the right time. Career development options and attracting and developing talent are key to this. We have great talent at the SSSC already. We need to nurture and develop that now and for the future.



We will:

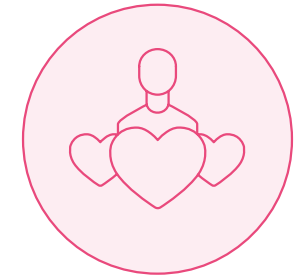
- ensure our learning and development investments support our current and future needs
- ensure the knowledge and skills that we need now and in the future are fully considered in our planning and decision making processes
- explore where we can support modern apprenticeships and other development opportunities for young people across the organisation
- promote our diverse career journeys and opportunities
- ensure our recruitment approaches do not create barriers to work, particularly for care experienced people.

A great place to be yourself

Pillar

Equality, diversity, inclusion and wellbeing

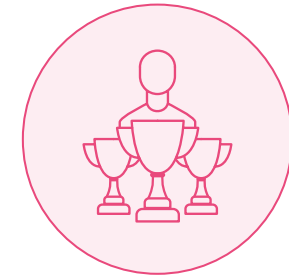
We are committed to equality, diversity and inclusion and wellbeing. We want our current and future workforce to fully be themselves and to create a diverse, happy and purposeful environment for all. A place that promotes and supports diversity, all aspects of wellbeing and allows us to do our best work. The public sector equality duty sets out obligations we must meet as an employer in this area. We want to go beyond that by being responsive to what our people tell us and by incorporating new ideas and good practices to continually improve in this area.



We will:

- support our people to better understand equality, diversity and inclusion at work
- support and develop a culture of feedback, openness and challenge
- respond to emerging national policies, legislation and initiatives in this area of our work
- enable employee networks or communities of practice that support our people to connect on topics that matter to them, including our young people.

A great place to work and make a difference



Pillar

Developing the SSSC culture and employee voice

We want to be recognised by our people as a great place to work and make a difference. We want to promote and celebrate the benefits of working at the SSSC, including our genuine commitment to agile and flexible working, our investment in the tools to do the job as well as our contractual terms conditions, pension and other staff benefits. We want to strengthen our employee engagement and employee voice and in doing so, continue to develop a culture of “One SSSC”, underpinned by our values. Our people should feel engaged and understand how they support our overall purpose and strategic objectives and feel valued for and proud of the work that they do, regardless of when or where they work.

We will:

- promote our employer benefits for our existing and future workforce.
- recognise and celebrate success through awards and certifications, internally and externally
- ensure a strong employee voice through conducting surveys, networks, knowledge sharing, Partnership Forum and any new tools or approaches, including reviewing our approach to staff surveys
- continue to build a “One Team” culture, ensuring organisational purpose is recognised and connected in our agile operating model and senior leader communications.

How will we monitor progress

We will use a range of measures to review our progress and success against each of the themes of this strategy, including:

- feedback from our staff surveys and Investors in People assessments
- feedback from learning and development activity
- career progression/promotion data
- feedback on our recruitment processes and new start and leaver experiences
- accreditations and qualifications achieved
- Health and Safety and HR performance measures and indicators.

We will report our progress through our internal monthly assurance cycle and quarterly People Board. We will also provide updates to our Council annually. Our leaders will sponsor initiatives within the strategy and champion it through their work and leadership.



We hope that everyone will benefit from this strategy in some way and that we can continue to make the SSSC a great place to work.





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If you would like this document in another format,
please contact the SSSC on 0345 60 30 891

We promote equality by removing unlawful and unfair treatment on the
grounds of any protected characteristic wherever possible.

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